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THE
QUARTERLY
REVIEW
OF
PUBLIC
RELATIONS

DECEMBER 1951

EDWARD STATE PUBLISHERS

EDITOR-IN-CHIEF

HOWARD PENN HUDSON

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DON COLEN

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PROMOTION MANAGER

THOMAS W. MILES

EDITORIAL ASSISTANT

MARY E. HUDSON

ADVERTISING REPRESENTATIVE

ROBERT U. KAYSER

135 Concord Avenue

White Plains, New York

Tel: WHite Plains 6-3652

Address all correspondence to:

THE QUARTERLY REVIEW OF PUBLIC RELATION

P.O. BOX 114

SPRINGFIELD, VIRGINIA

(Manuscripts returned only if stamped,
self-addressed envelope is provided.)

FALL 1961

Honor though it is, one of the punishing jobs in our field is that of president of the Public Relations Society of America. Add to the normal duties of luncheons, dinners, chapter visitations, and international conferences, the consummation of a merger (APRA-PRSA) and the 1960 PRSA president, Admiral **Harold B. Miller**, has had more than his share of the gregarious life this past year. All of which is to say that he undoubtedly has more perspective than most of us on the frequently expressed claim that "liking people" is the basis of a public relations career. Admiral Miller's reflections on the qualifications for public relations (page 2) stem from a career which includes distinguished service as a regular Navy officer, public relations for the petroleum industry and his present position as Director of Public Relations Pan American Airways.

* * *

Direct mail is considered part of the advertising business. Yet the public relations aspects are abundantly clear. An organization's use or non-use of direct mail can have profound consequences to its public relations. Perhaps because mail is such an obvious daily form of communication, it is often neglected as a public relations tool. For that reason we have invited an expert in the direct mail field to give us his views on the more effective use of direct mail by public relations practitioners. **Robert D. Hodes**, author of "Does the Postman Ring Even Once?" (page 7) is president of the direct mail firm, Hodes-Daniel Company of Mount Vernon, New York.

* * *

"Budgeting in the Public Relations Agency" (page 14) is the third article we have run this year on the business side of public relations practice. The first article, "Fee Billing: A Return for the Effort Spent" (Winter Issue) discussed cost relationships, determining fees and billing methods. "Cost Accounting for the Public Relations Firm" appeared in the Spring issue.

Alfred G. Paulson, the author of this series, is a CPA formerly with Arthur Andersen & Co. He is vice president and treasurer of Ruder & Finn, Inc.

* * *

The aim of *The Quarterly Review* is to bring our readers the best in public relations thought and writing. With the exception of our PR Classics series, our policy is to use original articles only. Every now and then, however, we have run across a previously published article which has value and which it is unlikely our readers have had a chance to see. "Building a Better Community" (page 28) is such an article. We have decided that printing it is a better service to our readers than blindly following what will still continue to be our general policy.

"Building a Better Community" was prepared by the staff of the Royal Bank of Canada, Montreal and first appeared in the bank's Monthly Letter in 1959. We are grateful to **Mrs. S. M. Donaldson** for permission to use it. This thoughtful essay is not for speed readers looking for three usable ideas. Rather it is a reflective summation of the problems of community relations.

* * *

In this issue we welcome to our staff **Raymond Simon**, Associate Professor of Public Relations, Utica College of Syracuse University. Contributing Editor Simon is inaugurating for us a new feature, "The Ivory Tower" (page 26).

* * *

We are also pleased to announce that with this issue Contributing Editor **John H. Smith, Jr.** becomes an Associate Editor. Mr. Smith, who has been with *The Quarterly Review* since its inception, is vice president, Howard Chase Associates, New York.

* * *

Our recurring feature "Scanning the Professional Journals" by **Dr. Donald W. Krimel** appears once more in this issue (page 12). Dr. Krimel is now Professor of Public Relations, School of Public Relations and Communications, Boston University.

* * *

Edwin C. Kepler's book essay (page 35) "Have You Seen Sam?" discusses the role of public relations in dispelling myths, with particular reference to state and urban problems.



by HAROLD B. MILLER

NEARLY every day, it seems, a bright-eyed youngster fresh out of college knocks on my office door and announces that he or she wishes to begin a career in public relations. No matter how often it occurs, this is always a flattering experience. It means that I am being given an opportunity to help that young person get a start in one of the most rewarding of all professions.

But it is generally a frustrating experience, too. Naturally, I want to know what has motivated the youngster to choose public relations in the first place, and when I ask why he or she selected it, the answer—nine times out of ten—is, "Because I like people."

If this is an accurate reflection of the public's view of our profession—and I am afraid all too often it is—then we have failed sadly in projecting our own image. What irony for a fraternity of "image makers"! But I am afraid the irony goes much further. The reason, I believe, that we have failed to project our own image is that we do not know what it is. Or—to put it more bluntly—we are not certain as to what we ourselves are. If we could only follow Aristotle's advice and "know ourselves," the image would come into focus of its own doing.

I have noticed of recent years that the problem of defining public relations has become increasingly a preoccupation of some of our most skilled and thoughtful practitioners. Their thoughts on the subject have appeared in journals devoted to our way of life, and have been expressed in talks before various public relations groups. To the extent possible, I have attempted to keep up with these analyses, but whereas any given speech or essay on the subject may be excellent in itself, the effect of trying

to absorb several dozen or score of them is to end up with no fixed impression at all. It seems that the concept of public relations is so enigmatic that piling one definition on another is like making *pot de feu*—the more you add, the less possible it is to determine just what you have in the pot.

Having said this much, one might reasonably hope that I would be charitable enough to let the matter drop. Such a rational course, however, is too much to expect of human nature. When one has spent nearly twenty years of his life following a single pursuit, I think he has earned the right to inquire just what it is he has been doing—and what it is not. And so, I will add my own contribution to the mixture already simmering on the stove.

Public Relations a Profession?

With respect to the perennial question as to whether public relations is a profession, I take the position that it is, at least in the broad sense of the word. But whereas I use "profession" in the broad sense, I speak now of "public relations" in a rather restricted sense. It is my firm belief that the sooner we take a long, hard look at ourselves and what we yearn to call our profession, the sooner we shall clear up the confusion concerning our calling.

A great number of public relations practitioners feel they are being misused because management doesn't understand what they mean by the "art of communication." Management—for the most part—seems to interpret that phrase as meaning the mechanical process of getting a dividend announcement into the paper, expressing the boss' opinions for him in his speech before the annual meeting, or placing his daughter's picture in the society column at the time her engagement is announced.

Of course, there are other functions management may entrust to the people presumably guarding over its "public relations." Among these are the publication of the firm's magazine for stockholders, an occasional "open house," or even the production of a film about the company's operations or a TV show featuring an interview with one of its leading executives. But, in the main, this pretty well stakes out the limits of responsibility for the typical company's public relations department.

At first blush, it might seem that this is a pretty fair load for any "communicator" to handle, and, so far as it goes, it is. Each of these functions requires specialized skills, such as writing or editing ability, or a knowledge of how a newspaper or TV station operates. These are no mean accomplishments. But still the "communicator" feels slighted because he

is being used to communicate other peoples' (management's) ideas, and not his own. He merely provides the mechanics for transmitting decisions and opinions. He is not asked to the board room to help formulate these expressions of company policy.

If he has any capacity to look at himself and his place in the company objectively, the public relations "communicator" all too often knows this, even if only subconsciously. It embarrasses him to write an article or make a speech advancing his claim to being a "professional man." He wants to feel professional, and he tries, but all too often he does not succeed. And for very good reasons.

Down in his heart he knows what most people regard as a "professional" in the generally accepted sense of the word. A doctor, lawyer, teacher or minister are professionals, because of the special knowledge they are required to master and because of their essential services to the community. An expanded list might include scientists, artists, and architects. But the public relations communicator knows that you cannot add many more or you will so dilute the distinction that the word will have no meaning at all. A professional quarterback is not a true "professional." Neither is a professional house painter. And neither is a professional public relations man unless he can produce the necessary qualifications.

Attributes of a Profession

The status of a professional is perhaps, to some degree, a state of mind. A top-flight diamond cutter or a tool or die maker may have truly remarkable capabilities, but still these people are not regarded as professionals, possibly because they perform a commercial rather than a public service, possibly because for the most part they do not boast an extensive formal education. But are all workers in the public relations vineyards superior in these respects? Nearly every company public relations employee is engaged in a purely commercial enterprise. Few of them would lay claim to "learning" in the classic professional sense. And so, the thoughtful public relations practitioner may well ask himself what special knowledge he does possess, or what public service he does perform, that is sufficiently superior to the work of the diamond cutter and the tool and die maker that he is entitled to entrance into the ranks of "professionals" while they wait unbidden outside.

In some cases he may well have a special knowledge. Recently, the Public Relations Society of America listed the names of more than 175 American colleges and universities offering courses in public relations.

Most of these offered single courses, but many offered two or more, some offered a major in the subject, and one—Boston University—conducts an entire school devoted to public relations per se.

Then again, the public relations man or woman may not have taken formal courses leading to an A.B. or B.S. degree, but he or she may have conscientiously studied since leaving school to keep abreast of current trends and developments in the field of public affairs. In this connection I would mention—and with some pride—the Third Annual Public Relations Institute held at Cornell University this past August under the co-sponsorship of Cornell and of PRSA, featuring a galaxy of recognized authorities in such diverse but related fields as international affairs, science and technology, and the modern corporation.

A Member of Top Management

What, then, must a person such as this do to win the privilege of sitting in on company policy discussions? Why must he feel that he is permanently consigned to transmitting—rather than to helping to formulate—the views of management? Why should he not aspire someday to enter the highest councils of the corporation—to be a part of management itself?

In answer to this last, I believe very definitely that he should not mentally freeze himself to a job as a communicator of others' ideas. He should have the opportunity of moving to a level where he can express his own. However, all too rarely will he be given that opportunity. In almost all instances he must create it. Nor will it be sufficient to have taken a special course in school, to attend lectures and seminars, or simply to "keep up with the times." All of these methods of preparation are essential to the fullest exercise of public relations, but they are not sufficient to demand a voice in the affairs of the corporation.

The United States Navy is not a corporation, but in this respect it may provide a helpful analogy. A young midshipman at the Naval Academy is not asked which type of activity interests him the most, and then invited to specialize in it to the exclusion of everything else. Naturally, one has his preferences, but all midshipmen are required to study all the fundamentals of Navy life, from navigation to gunnery, and from engineering to the handling of small boats. After graduation they are permitted to pursue special interests more intensely, but not until they have mastered the basic knowledge which every naval officer is required to have.

The young college graduate who looks for a job in public relations

"because he likes people" may find himself a job in a company public relations department, but he will need more than his writing or related communications skills if he is ever to be considered for top management responsibility. I would suggest that if he is joining a paint company, for example, that he try to arrange to spend a period of time in the paint manufacturing department, that he take a tour of duty in the paint sales department, and that he look for as much experience as he can get in every other operation that will help him to learn the paint business. Then—and only then—will he be in a position to assist the company's management to determine policy as well as to transmit it.

Thomas Paine and Alexander Hamilton

Let me draw an analogy. Thomas Paine was one of the greatest public relations men of the American Revolution, but he chose to restrict himself to writing rather than involve himself in its actual operations, and two years before it ended he sailed for France. Although his pamphlets did as much to unite the Colonists as did any other single influence, no one ever thought to ask him to take part in the leadership of the war. His work was vital to victory, but his voice was missing from the councils of leadership, and when the Revolution was won he was not even present to see it. He was in France—still writing.

Alexander Hamilton was another of the great "communicators" of the Revolution. Before he was twenty years old his calls for unity and resistance had inflamed thousands of patriots. But he was not satisfied. He became a captain of artillery, then a secretary and aide-de-camp to Washington. Still he was not satisfied. He wanted to be in the middle of things. He quit his staff assignment, played a brilliant role in the Battle of Yorktown, and after the war was the first Secretary of the Treasury of the United States.

I do not say that Alexander Hamilton played a more important role than Thomas Paine. I do say that, as two of the most prominent public relations men during the birth of this nation, they epitomize the choices before the public relations men of today. Paine chose to write—and to stand aside. Hamilton also chose to write—but he entered into the vortex of affairs. Paine was not called into council. Hamilton was.

Perhaps I am the first writer on the subject of public relations to urge young men and women to mix paint, sell it, get it splashed on their trousers and skirts—and then seek the full realization of their public relations careers. If so, I welcome the distinction—and I anticipate theirs. •

Does the Postman Ring even **ONCE?**



by ROBERT D. HODES

THE USES of direct mail in public relations communication have long been overlooked. As one whose experience is largely outside the profession but whose acquaintanceships have allowed for observation of it, I wonder how much of the oversight is due to thinking of public relations as a craft rather than as a continuing objective.

It seems to me that public relations is mainly a condition to be sought and nourished. The tools of communication are all employable toward this goal. The selection of the proper tools in each project and program depends upon the nature of the audience to be reached and the job to be done.

Certainly, the direct approach of organization to individual member of the audience is often the most effective. I would not for a moment disparage the implied endorsement of what my public relations friends call "third party validation" by press and broadcast. But there are times when people prefer to be addressed as individuals, even with letters patently "form" in character, rather than as unseen members of a mass.

Business recognizes this in communications with its stockholders. Business does not wait for someone else to interpret its earnings and its achievements to the owners of its securities. Management speaks directly to such individuals through letters and reports.

Direct Mail Ignored

Even here, however, the discoveries of years of direct mail science are frequently ignored. The magic of a sincere "you" approach is lost in a long company monologue. Economic and operating factors are left difficult,

rather than made easy to understand. Response is not invited. And, development of reader interest is sometimes limited to techniques better suited to a class in art and design than to a family of investors.

There are outstanding exceptions, of course. A notable example of excellence is the stockholder communications program of the Chesapeake and Ohio Railway. And, at least, the area of financial relations is one in which almost every company practices a direct approach as well as an indirect one.

But, how often is the direct approach used with new customers of a service organization or new consumers of a product? How often does personalized communication to employees' homes supplement the notices on bulletin boards and the stuffers in pay envelopes? How often does a company equip its nationwide dealerships to cultivate the desired image for the company in every local area through each local postoffice? How often does an organization enlist opinion leaders in its behalf by mailing to these communicators information that fits directly into the day-to-day activities of such opinion leaders?

Not, I believe, often enough.

Perhaps one reason is that the public relations director does not really feel at home in the world of direct mail. He is so skilled and so busy in persuasion by contact and release that he fails to either weigh or practice direct mail creativity and planning. He is not really sure of himself in this area and he refrains from recommending a technique in which he questions his own competence. The answer to this, of course, is that there are a number of direct mail counselors willing to advise him and assist him with not the slightest thought of infringing upon him.

Perhaps another reason is that direct mail entails direct costs of printing and postage. And, this may be an additional direct cost to what the public relations director had originally estimated. The answer to this is that whenever the desired result in full-blown value requires use of the direct approach, management will consider it well worth the cost.

How to Reach a Selected Audience

If the total success of any communication depends upon reaching the attention of every unit in the selected audience—with the story presented exactly as management wants it presented—there is simply no way to insure total success except through direct mail. Paid institutional space or time will control the message, but will not select the audience with precision. Publicity can do neither.

Although I am not a public relations man, I am a member of the public and it has interested me to compile a little list of what I think are public relations subjects I would like to receive—and read—public relations letters about. Thus far, the list looks like this:

- ◆ A company in my neighborhood that has been creating a bit of a nuisance writes to apologize and tell me what they're doing to clear it up.
- ◆ An outfit for which my wife works sends me a booklet about the role she performs and the importance of it in the total scheme of things.
- ◆ An automobile company whose new model car I have just purchased keeps writing to tell me how to take the best care of it and how to get the best service at the dealership.
- ◆ A bank which has my checking account recognizes that I have children who will eventually go to college and suggests I may want to stop in sometime and discuss a special savings plan.
- ◆ The new president of a company in which I hold stock writes to tell me how much he likes his job, what some of his policies are, and also to invite my suggestions.
- ◆ A theater which I patronize offers to keep me posted on future bookings involving stars or plots which are particular favorites of mine.
- ◆ A manufacturer from whom I bought machinery writes to tell me how it's supposed to work, how long before repairs, where to look for trouble and what to do if I find it.
- ◆ A company about which I know little, except how its stock certificates look, sends me a readable description of some of its products, their values, and how and where I may see them in use.
- ◆ A real estate operator from whom I've bought a house tells me how to maintain inspection on it and encloses a handy list of neighborhood-based services I might be needing from time to time.
- ◆ A magazine to which I subscribe writes to inform me of some upcoming features that might be of help to me in my particular business or career.
- ◆ A food manufacturer gives my family a handy illustrated checklist of nutritional properties of food products—the kind of thing you can stick in your pocket and take along to the supermarket.
- ◆ An insurance company proves it really knows me by keeping me informed, from time to time, of the accumulated value in my policy and the importance of hanging on to it.
- ◆ An encyclopedia publisher sends a list of subjects likely to be conversation and school report topics in the months ahead—and shows how easily we can find information on same in our own home library.
- ◆ A sleepwear manufacturer is thoughtful enough to present me with a little book of new bedtime stories I can read to the kids.

- ♦ A buyer for a department store in which we hold a charge account writes to tell us of some of the new ideas she has seen and selected on her recent trip to New York.
- ♦ A management consultant sends me a guide to some inspirational techniques that have worked with junior executives.

These, of course, are in addition to all the standard uses of public relations mail such as annual and interim corporate reports, texts of outstanding executive speeches, audience-building for a sponsored television show, and reprints of certain institutional ads that just might have been missed by the reader in the magazines.

When to Use Direct Mail

But, let me repeat. Direct mail is no sacred cow in my business barn just because I happen to make my living that way. The time to consider direct mail is when this is the most efficient way of communicating—meaning the insuring of the reach, the person-to-person effect, and the impression. The value of using direct mail should be measured by relating the costs to the exactitude of audience coverage, the self-controlled nature of the message, and the impact of the extra creativity which talking directly to the public almost always brings forth.

So much for the planned use of personal mail en masse. Now let us consider the routine and frequently unplanned—what the client or boss may refer to as correspondence. Here, too, public relations ought to play a stronger counseling role than it appears to.

Each day's outgoing mail is literally loaded with public relations stimuli. Billings. Letters to friends, customers, contacts on business letter-heads. Answers to complaints. Answers to inquiries. Memos and notes.

We tend to forget that the closest many individuals come face-to-face to certain organizations is with a letter. The words, the warmth, the design of a mailing can account totally for one individual's opinion of a business and his true understanding of its operations.

Experience of Ferd Nauheim

There are many mistakes made in this area. Some time ago, I read a speech by Ferd Nauheim, a direct mail consultant in Washington. Mr. Nauheim talks about what he calls "the blind spot." To illustrate, he tells of his experience in collecting actual examples for a book he wrote: "Business Letters That Turn Inquiries Into Sales." *

It seems that he addressed the public relations directors of 250 leading American companies and asked them to search the files for exam-

* Prentice-Hall, Inc., 1957.

ples that might be used in the book. His letter brought close to a 100 per cent return, but only 30 sent any examples at all. Most of the respondents said something like this: "When your request arrived, I made a careful search of our files in various departments, but I'm afraid that I have been unable to find any letters of sufficient merit to justify my submitting them."

Isn't there something a little disturbing to the public relations profession here? Isn't this a tacit admission that many public relations people either don't have or don't seek a right of review in one of the largest and most continuous areas of communication any company maintains?

There is often a better way to say the more favorable things and always a best way to say the least favorable ones. What makes for better and best is the comprehension and good feeling with which the message is likely to be received. In other words, public opinion.

It seems to me that the proven experts in working with public opinion ought to be consulted whenever public opinion is at stake. Further, it seems that expression by postage stamp should be as familiar to and available from public relations facilities as is expression by press, tube, or platform.

Training in "public related" correspondence and mass mailing techniques, along with continuous guidance and counsel in their implementation, would appear to be a logical province for public relations departments and agencies—and a promising area for enlargement of service.

The waste basket is not the biggest hazard for public relations mail. The biggest hazard is the opened envelope that confuses or offends. The postman will reach every member of the market. The power of that reach is in your hands. •



VILLAIN IN THE PIECE (Morningside Heights Division)

"Public relations is the curse of our times. It could be a sign of very deep disease."

—Mark Van Doren, Professor of Literature, Columbia University

"A Columbia professor of sociology challenged the report and called for a 'scientific review' that would show how scientific it really was and how far it 'smacked' of public relations."

—Washington Window, Public Affairs Institute

scanning the profession



ONE MAN'S FAMILY

"Job Satisfaction, Job Performance, and Situational Characteristics," by Raymond A. Katzell, Richard S. Barrett, and Treadway C. Parker, Research Center for Industrial Behavior, New York University, in the *Journal of Applied Psychology*, Vol. 45, No. 2.

To many a public relations man, an employee public is the main cause of sleepless nights. The report by these psychologists, while not necessarily soporific, could help. Supported with data and money by McKesson and Robbins, Inc., the authors studied the inter-relationships between working conditions, worker attitudes, and worker performance. The units used were warehousing divisions of a single organization, scattered through the country.

Results indicated that, under the circumstances existent in these units, workers who were more nearly satisfied in their jobs were more productive than those who were less nearly satisfied. Does that seem too obvious to warrant statement? The theory that dissatisfaction is the great spur to achievement takes the other tack. In warehousing, it seems, contentment pays. One qualification: it was not quality of work that was lessened when satisfaction was not high; the loss was in quantity of production and in profit.

How is job satisfaction achieved? The researchers found that:

1. Satisfaction was greater, in general, when the warehouse was in a small town rather than in a big city.
2. It was greater when the unit employed more, rather than fewer, women.
3. Satisfaction with pay was greater in small towns, even though pay was somewhat higher in the cities.
4. In general, there was less satisfaction in larger staffs than in smaller ones.

It may be that employee-attitude problems do not lend themselves easily to generalized analyses and solutions. The warehouse comparisons may have quite limited utility. The approach and results reflected here do suggest, however, that research can produce useful data in this field.

THAT THOSE WHO READ MAY RUN

"An Experiment With Information Pamphlets on Civil Defense," by Jorgen Westerstahl, Bo Sarlvik, and Esborn Janson, University of Gothenburg (Sweden), in *Public Opinion Quarterly*, Vol. 25, No. 2.

The job of getting a nation's citizens interested in, and informed about, civil defense probably is as lofty a challenge as could face a public relations man. Swedish

On journals

Each quarter Dr. Donald W. Krimel selects items from the various professional journals in the social sciences which have implications for the public relations field.—Ed.

political scientists here provide us with some valuable background information. The authors worked with a Swedish nationwide probability sample. Roughly summarized, here are their main findings.

After the Swedish citizenry had received the civil defense information pamphlets:

1. About 68% remembered receiving the pamphlets, and about 37% said they had "read" them.
2. Persons who were already pretty well informed about civil defense tended to accept and read the pamphlets in about the same numbers, proportionately, as those who were not already well informed.
3. Responding to a test intended to reflect knowledge of the contents of the pamphlets, the Swedish citizen who *had read the pamphlets* was about 25% better informed than the one who had not read them.
4. The pamphlets had no apparent effect upon the attitudes of Swedish people toward the civil defense program itself. The opinions they held about the program—its practicality and its desirability—before reading the pamphlets, they held also after reading them.

There are few universally applicable public relations problems, but the possibility of thermo-nuclear warfare makes civil defense one of them. Therefore the Swedish study may supply useful lessons. It could be said, in broad outline, that on this life-or-death issue in Sweden about a third of the citizens read information pamphlets sent to them, and the materials increased their useful information about civil defense a little, but had no effect upon their respect for the civil defense program. A good deal of communicating, it would seem, remained to be done.

TRY A LITTLE EMPATHY

"The Relation of Empathy to Effective Communication," by Kenneth Gompertz, University of Minnesota, in *Journalism Quarterly*, Vol. 37, No. 4.

Empathy, the ability to see things as the other fellow seems them, is an intriguing human relations ingredient. As a concept it has roots in philosophy and in psychology. As a tool it serves artist and demagogue. While much sought and much used, it has resisted precise definition. Mr. Gompertz has made a contribution toward precision by reviewing some of the diverse literature on empathy. If you are one of the many who have wondered what empathy *really* is, read this and, better informed, wonder. •

BUDGETING BUDGETING IN THE PUBLIC RELATIONS AGENCY

by ALFRED G. PAULSON

THE SENIOR executive of the growing public relations firm who runs accounting and personnel, selects suppliers, approves expenses and signs checks eventually finds himself choked up with indigestible information about the daily activity of his business. In spite of the many reports he gets, which in the past had been so satisfactory, he feels he lacks information for action. The reports now have become a series of unrelated statements of salaries, expenses, departments, uncollected fees, monthly profit and loss figures without accruals, with accruals, before taxes, after taxes and, quite often, without proper accounting for uncollected receivables, depreciation, payroll taxes, etc.

What alternatives are available to the senior executive? He can stop growing so that he may continue to exercise the same degree of control over the operations he has had in the past. Few chief executives, however, will accept that solution. A better course would be to recognize the need for assistance in developing and installing improved budgeting and reporting techniques. Budgeting will help him make some sense out of his business; by organizing and defining his firm's objectives he can obtain the kind of reports he needs to evaluate performance of the various departments and to have a more unified picture of the company's operations. To the senior executive, budgeting is a tool that helps him cope with ignorance and uncertainty about his operations. In planning for profits, businessmen always have to deal with uncertainty. Although planning and forecasting will give valuable knowledge about the future, some uncertainty will remain, i.e., budgets, no matter how carefully prepared, will be wrong. Good intentions, as reflected in the forecasts of future activity, will

not substitute for actual performance and consequently, the budgets will be "better or worse" than actual results and technically (clerically) wrong.

Developing Objectives

Since budgeting deals with uncertainty, its most apparent application is in profit planning. Profits must be planned in terms of the various forces that motivate the organization. Certainly public relations executives at different corporate levels respond differently to profit planning. At the top, the owner management group takes a broader view of the business than does, say, the mailing department supervisor or the account executive rendering services to the client. The account executive is motivated by a desire to do a good job for his client; he expects personal recognition for his efforts both from the firm and the client. The mail supervisor's goal is to maximize his department's billings for mimeographing, mailing and postage so that he can show at least a break-even situation every month. Top management goes beyond its own immediate area of responsibility to encompass all activity in the firm. Its motivation always is to do a better job for the client, provide adequate and better incentives for its personnel and to maximize the profitability of all departments in the business. Profit planning is not, therefore, the single objective of budgeting. Organizational planning and personnel development are also significant. Thus budgeting becomes a tool for firm owners, a measuring stick for appraisal of profit, services and growth contributions by the various responsible individuals in the firm.

Good budgeting cannot begin without defining the firm's objectives and the various areas which contribute to the profitability of the business. In shaping over-all plans, it must set performance standards and coordinate all the activities into a unified whole. Obviously, some of the criteria that follows is applicable both to long-term projections as well as to the immediate operating forecasts. Frequently, however, short-term considerations may contradict the over-all long-term objectives set up by the owner-management group.

Profit objectives: The profit motive is by far the most influential in making day to day decisions. This is certainly true for the large corporations and is, in my opinion, equally significant for the large public relations firm and the small practitioner. Therefore, one of the chief responsibilities of management begins with a clearly defined line of responsibilities, i.e., who makes decisions and why. The organization must decentralize the decision-making function and originate opportunities and work

situations which challenge the executive personnel of the firm. Such delegation must be clear and must embody the firm's objectives on profits.

What should be the guide for establishing profit objectives in the public relations firm? A good margin in the service industries is probably between 20 and 30 percent before profit sharing, pension and taxes with the net figure being at most 10%. A firm with a profit objective of 25%, for instance, can set up goals for control of salaries, services and facilities so that the 25% margin becomes the measuring stick for spending each dollar of income. Any decision which results in spending an aggregate of more than 75% of the income would be viewed as contrary to the profit objective, although "unfavorable" decisions are frequently made on the basis of factors which far outweigh the profit motive. On the other hand, any decision which is less than 75% would be regarded as a successful one by the profit-conscious executive.

Growth objectives: In an efficient operation, increased profits can only come through increased volume. To the PR firm this means, aside from the professional and operational considerations involved, increased fees and a larger number of clients. The adoption of new business objectives should be a team decision by top management and should be understood and supported by the supervisory staff. It is sometimes easier to increase business volume than to provide for the increased burdens, and consequently, the growth pattern must work hand in hand with the staff capabilities of the firm. As the firm grows, client selectivity becomes a major decision, not only because of conflict with existing clients but in terms of how much good the firm can do for the new client and vice versa. The decision to accept new clients must, first of all, be fair to the existing clients and secondly, maintain the staff operating efficiency which the firm is committed to give. Can a firm grow at any rate it sees fit if the opportunity presents itself? The answer is no. I would seriously doubt that an annual growth rate in excess of 20% in volume is within the attainable limits for maintaining efficient services to all clients.

Manpower Planning: Planning the training and development of the executive staff of the public relations firm must dovetail with the new business objectives. Supervisory personnel must understand the commitments involved when new clients are brought into the house. They must adopt training and developing policies geared to provide the organization with an adequate staff to assume these new responsibilities. Certainly existing clients do not want their public relations activities to cease even

momentarily while the staff on the account is taking care of developing programs for new clients. Additional personnel, adequately trained and supervised, must be ready to take on the added account responsibilities.

From a financial point of view, salaries of the PR firm represent almost 70% of the total expenses. When the fringe benefits are added, the total is roughly equivalent to 80% and any budgetary control committee will rightly find in payroll the greatest opportunity for expense savings and cost cutting.

Facilities Requirements: Volume increases require not only an increase in the staff but also in the office services and facilities to handle the larger volume. Consequently, a forecast of the secretarial needs, typewriters, desks and other office equipment, as well as mailing and messenger services and design and reproduction facilities has to be developed to maintain the proper balance in the services created by the increased volume.

Expenses other than salaries and benefits are generally segregated into those items which vary in direct proportion to payroll (payroll in turn being a function of billing volume) and those expenses which remain relatively constant for a period of time. Variable expenses that change along with salaries are travel, entertainment, stationery and supplies, telephone, postage. Semi-fixed expenses, or those which are not generally affected by volume and payroll changes, are rent, insurance, depreciation of leaseholds, professional fees, etc. Each of the two groups of expenses probably represent an average of 10% of the total PR firm expense budget; although insignificant when compared to payroll costs, they must be anticipated and controlled. Particularly in areas of discretion, such as travel, entertainment, long distance telephone, etc., the very fact that these expenses are budgeted seems to have a restraining influence on the executives who can control these expenditures.

Forecasting the Growth Pattern

Now that a brief outline of a simplified set of objectives for PR Firm has been developed, the PR executive has to set a pattern of growth for his firm. He feels that a 20% growth, although in line with prior years, may be too taxing for an organization already handling a large volume of business. On the other hand, 10% is too low to stimulate the action and enthusiasm needed to develop new business contacts and clients. Consequently, he settles for a growth pattern of 15% as realistic and desirable and he expects, as is also his objective, a profit return of 25% before bonuses, profit sharing and taxes. Based on prior years' operations,

Exhibit 1 shows his projection of growth for the coming year:

***PR Firm
Growth Objectives***

	<i>This Year Amount</i>	<i>%</i>	<i>15% Increase Amount</i>	<i>%</i>	<i>Next Year Amount</i>	<i>%</i>
Fee Billings.....	1,000,000	100	150,000	100	1,150,000	100
Number of Accounts.....	40		6		46	
Operating Expenses.....	750,000	75	112,500	75	862,500	75
Net Income before bonus, profit sharing and taxes.....	250,000	25	37,500	25	287,500	25

Exhibit 1

Furthermore, he estimates that operating expenses in the coming year will follow the pattern of prior periods. Using the above growth objective as the base, he prepared the over-all projection shown on Exhibit 2 for use in working out detailed departmental budgets:

***PR Firm
Departmental Expense Projection***

<i>Salaries:</i>	<i>This Year Amount</i>	<i>%</i>	<i>15% Increase Amount</i>	<i>%</i>	<i>Next Year Amount</i>	<i>%</i>
Account Executive & Secretaries.....	350,000	47	52,500	47	402,500	47
Management and Ad- ministrative.....	175,000	23	26,250	23	201,250	23
Total Salaries.....	525,000	70	78,750	70	603,750	70
Payroll Benefits.....	75,000	10	11,250	10	86,250	10
Variable Expenses.....	75,000	10	11,250	10	86,250	10
Semi-fixed expenses.....	75,000	10	11,250	10	86,250	10
	750,000	100	112,500	100	862,500	100

Exhibit 2

Estimating Executive Salary Additions

The growth forecast calls for additions of six new accounts with total fees during the next year of \$150,000. The first addition will be in early January and will pay fees during the entire year. The sixth account will be added in November and will only pay fees during the last two months of the year. PR Firm generally keeps two staff availabilities open (executives on the staff who are free to accept new assignments). As new accounts come in, personnel will be hired for training under close supervision until they are ready to assume complete responsibilities for future clients. Consequently, one account executive and secretary will be added in January, March, May, July, September and November. Furthermore, additions to payroll will be presumed to take place during the middle of the month so that, in January, only half month January salary increases are projected, while in February full month January salary increases are shown. In March, when the second account executive is added, total payroll increases will equal the January salary additions plus one half of the March addition. In April, both the January and March executive-secretary salaries will be shown in full, and so on to the end of the year. Salary costs will be estimated at \$1,500 to \$2,000 a month for each executive-secretary addition. These amounts, for purposes of our presentation, also allow for salary raises to existing personnel.

Budgeting Other Staff Requirements

Management and administrative personnel also receive salary raises during the year. But the pattern of growth is not as clean cut as that of the account executives. For example, the controller feels that the projected level of activity will require an additional cost-billing clerk, a receptionist-typist and one more messenger but that not all of these additions will be necessary until the middle of the year. He estimates, however, that an additional mimeo machine operator will be needed immediately, and possibly another mailing assistant towards the end of the year by the production department. The details were worked out by the controller as shown on Exhibit 3. The results were slightly different than originally estimated by the PR practitioner. Account executive salaries reflected increases of 16.7% and of 11.4% for management and administrative as compared to the flat 15% projected on Exhibit 2. The total salaries at 14.9% were, however, substantially in line with the projection.

PR Firm
Staff Requirement Budget

Account Executive and Secretaries:	Total for Month	Cumulative for Year
January 1 payroll.....	\$29,000	
January 15—add 1 exec & sec'y..	750	\$29,750
February—additional $\frac{1}{2}$ month..	750	30,500
March 15—add 1 exec & sec'y...	800	31,300
April—additional $\frac{1}{2}$ month.....	800	32,100
October—additional $\frac{1}{2}$ month...	800	36,700
November 15—add 1 exec & sec'y	1,000	37,700
December—additional $\frac{1}{2}$ month.....	1,000	38,700
Total annual payroll carry-over to next year.....		\$175,000
Add: Cost billing clerk, @ \$4,200 for half year.....		2,100
Receptionist typist, @ \$4,240 for half year.....		2,120
Messenger, @ \$3,160 for half year.....		1,580
		\$180,800
Production Dept., Mimeo machine operator (@ \$3,900 for full year.....		3,900
Production Dept., helper @ \$3,600 for one month		300
		\$185,000
Annual salary raises, net.....		10,000
Total Management and Administrative salaries—next year.....		\$195,000

Summary: Account Executive and secretaries—next year..... \$408,400
 Management and Administrative—next year..... 195,000
 Total Salaries—next year..... \$603,400

Exhibit 3

Budgeting Other Expenses

As shown on Exhibit 2, PR Firm's expenses, other than salaries, are broken down into three categories, each one estimated to represent roughly ten percent of total expenses. Of the three categories, payroll benefits and variable expenses follow reasonably closely either the actual salary cost or the number of people on payroll. For purposes of budgeting departmental expenses we will assume that these expenses stay pretty close to the dollar payroll and will show this relationship whenever possible as a percentage of salaries. In actual practice, however, the percentages to number of employees, or fee billings, may be the correct relationship. Exhibit 4 shows how expenses of each category are estimated on the basis of the total payroll. In actuality, and as is shown in Exhibit 5, each department would be budgeted separately and on a month by month basis.

The table on Exhibit 4 indicates briefly how the procedure for estimating next year's expenses is carried on by using prior experience of percentages to salaries of the Firm. Within each department the same percentages of total annual expense to total salaries may not hold true. For instance, travel and entertainment are likely to be linked to operations and management salaries rather than to salaries in the production and mailing department. On the exhibit, however, the annual amount is estimated as a percentage of the total annual salaries; in allocating the total estimated expense to the specific departments, the experience percentage of that department was used. The variable expenses, of course, do not include expenditures incurred by account executives on behalf of clients, since these are generally passed on at cost to the clients and are not regarded as departmental expense. Similarly, the production and mailing department incurs postage and other printing and mailing supply expenses which are also billed to clients at cost and are not included, therefore, in the budget for postage and stationery and office supply expenses of the department.

Presenting Budget Summaries

A summary of the various budgets should then be prepared as shown on Exhibit 5. The schedule presents on a month by month basis what PR Firm anticipates it will invoice existing and new clients and what the expected expenses of the departments will be. Supporting this summary schedule (but not shown here) would be the individual schedules for the departments showing the month by month projections for salaries and other departmental expenses. Exhibit 5 shows that total expenses of \$877,000 (76%) are higher as a percentage of billings than the original esti-

PR Firm
Departmental Expense Budget for Next Year

	Operations	Mgmt.	Production	Total	% to Total Exp.
		Administ. & Mailing			
Salaries, next year total.....	408,400	170,000	25,000	603,400	68.8
Payroll benefits:					
Social security, disability and unemployment taxes accrued monthly at 4%.....	16,300	6,800	1,000	24,100	2.9
Group Life, Major Medical, Hospitalization insurance accrued monthly at 6%.....	24,500	10,200	1,500	36,200	4.1
Overtime Premiums @ 3.5% and 4%.....	14,900	6,800	1,000	22,700	2.6
	55,700	23,800	3,500	83,000	9.5
Variable Expenses:					
Travel—mostly management and not billable to client— 2% of total salaries.....	4,000	8,000		12,000	1.4
Entertainment—same as travel —2% of total salaries.....	4,000	8,000		12,000	1.4
Stationery and supplies— roughly 3% of salaries.....	11,000	6,000	1,000	18,000	2.0
Postage, messenger and local telephone—not billable— 2% of total salaries.....	9,000	5,400	600	15,000	1.7
Dues and Subs, advertising and promotion and misc. @ 5½% of salaries.....	8,800	24,000	1,200	34,000	3.9
	36,800	51,400	2,800	91,000	10.4
Semi-Fixed Expenses:					
Rent, including additional space obtained during year allocated on square footage basis.....	23,600	12,000	6,000	41,600	4.7
Depreciation, except for Production and Mailing equipment, allocated on number of employees.....	5,000	3,200	3,800	12,000	1.4
General Insurance— not allocated.....		7,000		7,000	.7
Legal and Audit—not allocated		12,000		12,000	1.4
Maintenance, State and local taxes not allocated.....		15,000		15,000	1.7
Miscellaneous.....	5,000	6,000	1,000	12,000	1.4
	33,600	55,200	10,800	99,600	11.3
Total Expenses including Salaries.....					
	534,500	300,400	42,100	877,000	100.0

Exhibit 4

PR Firm
Profit and Loss by Month—Budget—next year

	January	February	March	December	Total	%
Fee billings, preceding month . . .	83,000	85,000	87,000	105,000		
Monthly Increase	2,000	2,000	2,000	2,000		
Total	85,000	87,000	89,000	107,000	1,152,000	100.
Expense billings 50%	42,000	43,000	44,000	53,000	570,000	49.
Expense costs	41,000	42,000	43,000	51,000	556,000	(48.)
Production Mark Up	1,000	1,000	1,000	2,000	14,000	1.
Less—Unbillable Costs	1,000	1,000	1,000	2,000	14,000	1.
	-0-	-0-	-0-	-0-	-0-	-0-
Departmental Expenses						
Operations	40,000	41,000	42,100	49,800	534,500	46.
Mgmt. and Administrative	24,300	24,300	24,300	25,600	300,400	26.
Production	3,400	3,500	3,500	3,900	42,100	4.
Total Departmental Expense	67,700	68,800	69,900	79,300	877,000	76.
Operating profit before year-end bonus, profit sharing and taxes	17,300	18,200	19,100	27,700	275,000	24.

Exhibit 5

mate (Exhibit 1) of \$862,500 (75%). The increased expenses reduced the operating profit from the 25% objective to the 24% budget. If we go back to Exhibit 4 showing the detailed expense budgets for the departments and compare these with the over-all projection on Exhibit 2, we will find that the salaries (68.8%), payroll benefits (9.5%) and variable expenses (10.4%) held pretty closely to the original estimate. The semi-fixed expenses showed an increase to 11.3% of total expenses as compared to the original 10% estimate. On reviewing these expenses we find that the reason for the increase was attributable mostly to rent which was increased to accommodate the new employees and to allow for one and maybe two additional years of growth; the result was that rent expense in the current year took a disproportionate increase in relation to the increase in billings. The variation may not be significant in the overall profit picture, but it does serve to point out the direct effect that variations in expenses have on profits.

A further variation in budgeting the expense and profit relationship is to show it in terms of the "after tax" basis since every dollar of reported profits in excess of \$25,000 is taxed 52 percent. For instance, a proposal to spend \$10,000 of available profits on research projects would cost the firm only \$4,800 since it would have had to pay \$5,200 of taxes *if the profits had been included in taxable earnings*. This thinking, however, does have its negative aspects. Closely held companies and PR firms will generally pay bonuses, contribute to profit sharing, etc. after the full results of operations are known in amounts that will leave the minimum retained earnings requirement of the business for working capital and growth. This means that if these additional expenses had not been made earlier in the year on the "net after tax" reasoning, the 100% dollars (rather than 48%) would have been available for incentive payments. Caution should be exercised in making decisions which may appear favorable from a tax point of view but which may work against the overall objectives of the firm.

Preparation of a cash flow forecast becomes an easy matter once the budgets have been properly broken down into specific expenditures. The cash forecast is prepared by adding to budgeted profits all of the expenses which are accruals and which do not represent a cash outlay during the period (such as gross receipts, state and Federal income taxes, legal and audit fees payable, depreciation, etc.) and reducing it by the actual payments (generally for the same expenses but as accrued in the preceding period). These accruals usually tend to offset each other and may not have a significant effect on cash flow generated by operations. Large additions to office equipment,

or the opening of a new office, may require substantial cash outlays. Thus the preparation of a cash forecast is a helpful tool in projecting the financial needs of the business. Bankers will generally demand such projections and are favorably impressed if an accurate presentation of the cash flow is made.

Reports and Budgets

Budgetary controls can reach maximum effectiveness when used to measure performance. As the firm becomes larger, budgetary controls and cost accounting become more important and require the preparation of reports which clearly describe the implications of the results rather than simply reporting of figures. It will generally be the responsibility of the controller to interpret these figures for management and to focus on deviations from objectives which can stimulate action by responsible personnel.

A subsequent article will cover briefly the preparation of monthly reports in PR Firm. It will relate some of the budget figures shown in the preceding exhibits to actual results of operations and will present the aspects of reports that point to increasing the efficiency and profits of the firm •



CORPORATE ETHICS

"... the public relations professional has an extraordinary important dual role to play in the matter of corporate ethics—a curative role and a preventive role. To perform the curative role effectively, he must have the full confidence of his management; direct liaison with his management; and a public relations department that can absorb and immediately counter in any emergency—that has enough trained personnel, proper facilities, and a well-rehearsed plan. To perform the preventive role effectively, he must be at the disposal of his management to help resolve specific questions of pure ethics; he must convince his management that the company must adopt a code of ethics and then sell and re-sell it right down the line; and he must then undertake the selling job by using every reasonable and appropriate communications medium at his disposal."

—ROBERT L. BARBOUR, *Editor, PR Reporter*,
8th Annual Middle Atlantic Public Relations Conference

the ivory

The rapid growth of university courses and degree programs in public relations has convinced the editors of The Quarterly Review that a section of the magazine devoted to news from the academic field will be of interest and value to our readers. Reported herein will be descriptions of academic programs, research activities, theses and dissertations, statistical reports, outstanding class projects, trends in public relations education, etc.

News items relating to the above should be sent to Professor Raymond Simon, Utica College of Syracuse University, Utica, New York.

TWO COUNCILS MEET AT JOURNALISM CONVENTION

• Both the Council of Public Relations Education and the Educational Advisory Council of the Public Relations Society of America met during sessions of the 11th convention of the Association for Education in Journalism, August 27-31, at the University of Michigan.

The Council on Public Relations Education, one of the four councils of the national AEJ group, sponsored a panel discussion on "The Changing Nature of Public Relations Education" chaired by Joseph Mader, Marquette. Participating were Robert Lindsay, Minnesota; Alan Scott, Texas; Robert W. Miller, Columbia; and Scott M. Cutlip, Wisconsin. The speakers agreed that the professional school approach, as opposed to the trade school approach, is the better method of education for public relations careers. The panelists also agreed that the education of public relations majors should be along inter-disciplinary lines. They disagreed on the specific "home" for public relations programs within the college.

The Educational Advisory Council, made up of public relations educators invited into it by the Public Relations Society of America, met with Kenneth Haagensen, chairman of the PRSA's national education committee. The group urged the continuance of the society's summer fellowship program and suggested areas of future research by faculty people.

INTERNATIONAL TRAINING RESEARCH CENTER PROPOSED

• A five-member study committee was scheduled to meet for the first time in Brussels on September 19 to investigate a proposal to establish an International Training Center and a Research Center for Public Relations.

The proposal was put forth in Venice in May by Odd Medboe of Norway at the Second World Congress on Public Relations. At that meeting the International Public Relations Association Council appointed a committee to study Medboe's proposal and to bring in a detailed report at the next Council meeting in Paris in 1962.

Medboe's proposal is that selected teachers "should spend six to eight months at the Center and devote their term to both teaching in the Training Center and carrying out studies in the Research Center." He has suggested that Rome would be the most logical city for the two centers.

Y tower...

DEGREE PROGRAM AT COLUMBIA UNIVERSITY

- Columbia University's School of General Studies (evening program) instituted this Fall a new major in public relations leading to a B.S. degree.

Required public relations courses include one-semester courses in Introduction to Public Relations, Mass Communication Theory, Public Relations Writing, and Publicity Practice, and two-semester courses in Public Relations Problems and Philosophy and Public Relations Seminar.

Required non-public relations courses are The Corporation in American Life, Industrial Organization: Structure of American Industry, News and Feature Writing, Logic in Use, Sociology of Public Opinion, Introduction to Social Psychology, Research in Public Opinion and Communications, and Social Research Applied to Business Problems.

Robert W. Miller is in charge of the degree program.

DOCTORAL DISSERTATIONS, MASTERS' THESES COMPLETED

- The following doctoral dissertations and masters' theses were reported as having been completed in 1960 and 1961. The reader should note that listings do not represent all research completed, but simply research reported.

Doctoral dissertations

- "Use of press and radio in agricultural extension work with Negro families in Alabama"; Bradford, Joseph (Wisconsin)
- "The organization of agricultural college information programs"; Thomas, Kenneth. (Wisconsin)
- "Wisconsin county agricultural agent use of and attitude toward mass media"; White, Maurice E. (Cornell)

Masters' theses

- "A history and critical appraisal of an alumni association at a state university"; Lent, John A. (Ohio University)
- "A study of the beginnings of industrial public relations"; Dickerson, Frank K. (Ohio State)
- "A study of the role of radio-tv in the U.S. Army recruiting program"; Kelly, W. (American University)
- "An analysis of the 4-H Clubs publicity in Kansas"; Apel, Dale. (American University)
- "Changing the public image of venereal disease"; Pendleton, John. (American University)
- "Criteria of newspaper community service evaluation"; Troutman, Fred W. (Missouri)
- "People to people: the role of the U.S. Navy, a study of cooperative program in international public relations efforts"; Brou, Claire (American University)
- "Public relations as a tool to airman retention in U.S. Air Force"; (Sgt USAF) (American University)
- "Public relations in Congress"; Beacon, Stanley (American University)



BUILDING

A BETTER COMMUNITY

COMMUNITY, in the sense of "a better community" does not mean a municipality, a trading area, or a district. There is a richness in the word "community" that goes far beyond all these and has something to do with the flowering of human lives.

People in good communities are neighbors in the democratic process. They co-operate and collaborate to solve problems and make improvements. They are comprehended in St. Augustine's definition of human society: a group, large or small, of people united by agreement as to the things they love.

The dynamic quality that makes a community good does not reside in the official structure, but in the interests, desires and purposes of the people in it. If a community wishes to improve itself in Canada it has freedom to try, without coercion or external control. Citizen knowledge, interest and action are the life-blood of our democratic society.

A collection of houses, shops and factories may be as small as a hamlet or as big as a metropolis. It may not be the most beautiful in Canada, or the most efficient, or the most dignified by public buildings and statues, but it can aspire to be a lovable community. Its men and women can make it so.

Plato was strongly impressed with the social nature of man, and with the need to think about society in its relation to man's life. In his study of ethics, instead of inquiring into the characteristics of a virtuous life in an individual, Plato endeavored first to determine the characteristics of a good State. Having found what these are, he believed that it would

be perfectly easy to infer what are the characteristics of a good man.

It seemed to Plato that there were four virtues required for the existence of an ideal State: wisdom, courage, temperance and justice. These are qualities which will serve as a standard of judgment and behavior in building a better community.

To have a community, men must work together; to have a better community they must have common principles. Their individual purposes need not be all the same, but the basic things in which they believe must be identical. They must live by the same rules.

The intimacy and stability of the small town or neighborhood have been severely shaken by technology and mobility. We find it difficult to contrive new gadgets and yet hold fast to old institutions and forms of behavior. But we can be comforted by the thought that if community life is somewhat imperfect the fault can be corrected by more earnest planning and doing.

Sense of Community

What is the core of community building? It is not a master plan or a detailed blue-print, or the acquirement of park space, or the flotation of loans. It is the spirit of the people.

When neighbors start asking questions about the future they are developing a community feeling. When they ask: "Where are we heading; what can we do to make and keep our neighborhood a good place to live?" then they will find the resources to face the future with confidence and anticipation.

Most of us would admit that we are not satisfied with what is mediocre. We have higher values. But to gain what is excellent it is not enough that we wish for it. We need to exert ourselves to get it, being dissatisfied to settle for anything less than the best.

People cannot live in isolation, so they need to plan for getting along together. Machines, possessions and utilities are useful only to the extent that they add to the comfort of living. They do not substitute for the feeling of friendship and communion.

One of the exciting things about any neighborhood is that it consists of people who differ in background, in their recognition of civic problems, and in their acceptance of proposed solutions.

We have a larger number of cultures represented in Canada than in most countries of the world, and this merging of cultures contributes to the richness and diversity of life. The varied folkways, languages, customs,

craft skills and ideals can be shared, so that the community becomes the handiwork of all.

Where there are different folkways, there is need of tolerance. The good community is not built by people who think that their preferred way of living is the only right way. We need skill in the process of working together. We need to take our places as members of groups. Our education system, recreation programs and progressive health plans can be deprived of their goodness if we allow our community to become poisoned by bigotry or snobbery.

Getting Started

What are the causes of civic apathy? They include a feeling of defeatism and discouragement; failure of the authorities to bring civic matters within the field of interest and concern of every representative segment of the people; failure to communicate, to explain, to consult; skepticism about the good that can be contributed by individual effort.

Another difficulty in some municipalities is the jangle of competition among elected representatives, social and civic agencies, and voluntary associations. Their competition for the attention, the energy and the support of the people results in confusion out of which arises a feeling of "what's the use?"

Any municipality is capable of providing what its people want if the people reach agreement about their desires and pursue their ideals with planned energy. The question challenging everybody is: Are you sincerely interested in working to make your neighborhood the best place on earth in which to live and bring up your children? If the answer is "yes", then your ideal personality will find itself, and work out its hopes, in joint action with other like-minded persons.

To participate does not call for a heroic grappling with uninteresting situations. Everyone should concern himself with finding a phase of activity which commands his honest interest. Everyone has some quality of mind or hand to make his contribution significant.

Business and the Community

This principle applies with full force to business companies. Business executives may deplore the conflict of pressure groups and the chaotic official structure in the municipality in comparison with the well-organized efficiency of their own offices and factories, but they cannot ignore community affairs. A good business is a good citizen, with citizenship privileges and responsibilities.

Looking at this relationship in another way, we realize that firms operating industries want their people to be happy, and therefore look upon a good community as part of their assets. Among the qualities studied before establishing a factory or branch are these: the extent of cultural activity, the adequacy of the school system and the extent and type of community facilities. One firm selected its new branch site more than a thousand miles from other sites under consideration because of a favorable community situation.

The good community offers opportunities to men and women to demonstrate social qualities which are also good business qualities. Young people who have shown leadership talent in the affairs of their municipalities are preferred choices for advancement in the managerial staffs of their companies.

Big industries are properly reluctant to assume a parent role in community developing. They encourage their workers to participate in making the municipality into a good community. The result may not be perfect, but it is more lovable than the spotless efficiency of the benevolent father.

The welfare municipality may be noble in motive, but it provides more and more things for men which once they provided for themselves. This involves making decisions for men which once they made for themselves, and undertaking responsibilities which once were theirs, and thus diminishing the special qualities that distinguish man from animals and vegetables, the special qualities that make him man.

Asking Questions

A transition implies not merely a goal but a starting point. If we are to move the community, as Archimedes threatened to move the world with his lever, we need some ground to stand on.

There are certain key words to guide the person seeking a way to improve his community: *find out* the necessary facts; *survey* the areas where improvement is needed; *make an inventory* of the resources in people and materials; *explore* means of rousing interest; *inform* the public of every step; *provide opportunities* for everyone to share in the planning and work.

After making a survey of the municipality, be sure to validate your findings: is this proposed change really significant to an appreciable number of citizens? It is easy to become caught up in momentary enthusiasm for something trifling. The man who finds his car caught in a bottleneck wants the cork drawn, but does the end justify a community effort?

If someone were to ask the question: "What sort of community are you seeking to build?" the answer might be something like this: the people in our ideal community are alert to community interests and are ready to seize opportunities for civic betterment; groups and workers communicate readily, so that people are not working at cross purposes; everyone takes pride in co-operative achievement and joyfully accepts civic responsibility; the organizations have aims that are clearly stated, ardently pursued, and efficiently carried out.

Constant Adjustment

Making the community a wholesome place to live in implies more than occasional outbursts of energy.

All our institutions are undergoing change, rendered necessary by the progressive civilization of mankind. Fixations in social patterns have to be replaced by willingness to explore.

The good community cannot be created by a junto of busybodies, but it does need the services of a lot of busy people. There is no galaxy of experts competent to build a good community. It is necessary to make proper use of expert knowledge while preserving control by the people.

One function of the voluntary body is to ascertain and make known the needs of the community and the desires of the people. The municipal government will have statistics of population, houses, miles of streets, acres of parks, and so forth, but it cannot read from its files the human experiences and aspirations on which planning a better community should be based.

There are many needs in a democratic society which cannot be met by statutory authority. It was said in the Report of the Royal Commission on National Development in the Arts, Letters and Sciences (the Massey Commission): "the importance of voluntary societies in a democracy needs little emphasis in this generation which knows that their suppression is the first move of a dictatorship; but it is perhaps not fully realized to what extent democracy depends upon their activities."

The best planning will flower when the diverse parts of the community—council, school board, welfare agencies, labor and business leaders, religious leaders, service clubs and all other groups—discuss the needs of the municipality with one another, establish priorities, and combine their resources to do the work.

Social life revolves around these organizations and groups, and all of them are community forces waiting to be channelled into a tremendous

force for community betterment. The small streams will join together at the touch of a master force to form a river of considerable size and power.

This good result of group participation and the union of groups is not produced by establishing a hierarchy of leaders or cliques but by a fusion of thought among people of earnest goodwill. A writer about democracy said it this way: If I give you a dollar and you give me a dollar, we shall each have one dollar; but if I give you an idea and you give me an idea, we shall each have two ideas.

Perhaps it will be necessary, in order to get things started, to bring the groups together under a moderator who is not a member of any of the groups. The individuality of groups must be respected, while striving for effective co-operative action.

A round-table conference will bring to light many ideas for the good of the community. Any neighborhood in Canada can muster an enormous amount of brains in such a gathering.

When the ideas have been tabled, there are three things remaining to do. The needs should be grouped by kinds or areas so that the problems can be defined and discussed in an orderly way. When the problems have been specified and understood, the next step is to examine various plans for dealing with them. The third step is to assign groups or persons to take action.

Round-table discussion is significant only when it deepens thought, broadens horizons and opens up vistas of vital service. It is insignificant when it is used by individuals for personal satisfaction, to press some private indulgence, or to prop up a pet project with a cobweb of words.

On Being Realistic

Many of us are inclined, when we take part in community work, to lay aside the material measuring rod, which seems vulgar in so exalted activity, but we must be realistic in our aims and demands. We should not be like the philosophers castigated by Francis Bacon in his book *Advancement of Learning*. They make imaginary laws for imaginary commonwealths, and their discourses are as the stars, which give little light because they are so high.

Some people with good intentions fail to get desirable things done because they think and talk in terms of vague generalizations; they don't come to grips with real situations. Others hunt far and wide for novel or subtle ways of doing things, instead of facing the needs of the situation in a straightforward way. Still others fail to keep their eye on the ball. They have a program on child welfare one month, on education the next, on the

menace of the atom bomb the third month. Much is said, and probably there is a lot of good in it, but the effect is superficial and smattering, with little happening of a constructive nature.

Inform the People

Vital to the success of any movement for improving the community is that the people be kept informed fully and intelligibly. Community effort will prosper more by attraction than by promotion, but in order to attract you must inform.

Here is a great constructive work for the neighborhood newspaper. Every issue should display reports of things planned and things done toward building a good community. Every editorial page should propose new ideas, comment on progress and heap coals upon the fires of enthusiasm.

The newspaper can be, in words engraved upon the building of the *Detroit News*: "Reflector of every human interest . . . friend of every righteous cause . . . encourager of every generous act . . . mirror of the public mind . . . troubler of the public conscience . . . interpreter of the public intent . . . nourisher of the community spirit."

To Sum Up

It is better to participate in the creation of good things than to boast of their possession.

Since the beginning, men and women who grouped themselves together in communities have been faced with many problems. In seeking solutions, they have been handicapped by ignorance, prejudice, and mental inertia. Despite all this, man has, over a few thousand years, succeeded in improving his environment and has had an enjoyable time doing it.

It is, indeed, a poor rejoinder to say about a suggestion for community betterment "our fathers got along all right without all this fuss." Because of the planning and work that they did we are given today's opportunities. But we cannot be merely onlookers at the pageant of life.

New conditions have brought new needs, and only the community whose people are guided by intelligent awareness of its needs and a determination to meet them can preserve the goodness it has.

This is a job for people with faith that even the most threatening situation can be handled successfully by co-ordinated effort; that even the best they can imagine for their community can be achieved. •



BOOK REVIEWS



- **THE STATE OF THE STATES**

By JAMES D. BARBER

Center for Information on America,
Washington, Conn. 14 pp., 35¢ per copy
(bulk rates)

- **THE DEATH AND LIFE OF GREAT AMERICAN CITIES**

By JANE JACOBS

Random House, New York, 1961, 459 pp., \$5.95

- **THE FUTURE OF OUR CITIES**

By ROBERT A. FUTTERMAN

Doubleday & Co., New York, 1961, 360 pp., \$4.95

HAVE YOU SEEN SAM?

In another troubled time, just before the Civil War, a diverse group of American purists almost succeeded in asserting national political leadership by following a pattern of action that has again become familiar. They posed as defenders against subversion and preached hate, distrust and destruction. They sought to divert the attention of the nation from its true problems by concocting and advancing great myths as matters of urgent political importance. Their myth was that the Roman Catholics were plotting to deliver the country into the hands of the Pope. They wanted all foreign born citizens excluded from the polls and all Roman Catholics excluded from both the polls and public office. On the issue of slavery, a real problem of that time, they were silent.

They were the Know Nothings, a name given them because of their stock answer to inquiries about their activities: "I know nothing." Only "right thinking" native Americans with no Roman Catholic affiliation by marriage or otherwise were eligible for membership in their society. Their meetings were closed. To make themselves known to one another they had a secret handclasp and a password, "Have you seen Sam?"

In retrospect it is clear that the Know Nothings of the 1850's represented a shameful blot on the pages of American history, just as accounts of the Salem witch hunts, the Klu Klux Klan and the present day Right Wing Radicals are other ugly blots. Though each must be viewed as a complicated phenomenon serving a variety of interests, they had in common the fact that each was based on some gross but simple myth: that the Devil possessed certain women, or that Negroes are intrinsically inferior to whites, or, the great myth of our time, that spending by the federal government equates with the loss of individual freedom.

According to the latter myth, state governments are withering away before the blandishments of power-hungry bureaucrats in Washington who use the power of federal spending to destroy local autonomy and personal freedom.

"The State of the States"

Now comes an excellent little booklet which in effect says nonsense to this myth. It asserts that states do have very serious problems to resolve. Among them are (a) antiquated and unworkable constitutions, (b) legally required state involvement in City Hall matters, (c) malapportionment, (d) rural domination of state legislatures and neglect of urban problems, (e) inadequate executive power in the hands of governors, (f) disorganized court systems, and (g) corrupt political parties. These, not the encroachment of federal power, are the real problems of our states.

As for governmental spending on *domestic programs* (non-defense spending) the booklet makes these myth-dispelling observations:

"1. State and local governments spend about five times as much as the federal government.

"2. The trend has favored the states, not Washington: from 1949 to 1957, federal domestic spending went up 48 per cent (on a constant dollar, per capita basis), but state and local government expenditures rose by 59 per cent.

"3. Only a relatively small proportion (about 8.5 per cent) of state and local funds comes from the national government in the form of grants-in-aid. And this proportion has remained fairly stable in the post-war years."

If the public relations field wishes to establish itself as a noble profession worthy of the time and devotion of honorable men and women, it can perform no service so valuable as that of sweeping away the myths that arouse base emotions, that misdirect public attention away from real

and urgent problems, and that clutter public debate with what Robert M. Hutchins has referred to as a "linear series of slogans, one of which leads into the other without the intervention of thought."

"The Death and Life of Great American Cities"

For those who would try, there is help at hand. In the field of urban problems—surely the single most critical set of domestic problems today—considerable help can be obtained from Jane Jacob's book, *The Death and Life of Great American Cities*.

Mrs. Jacobs, an associate editor of *Architectural Forum*, is severely critical of much that is done in the name of saving our cities. Safety, she says, is the bedrock attribute of a healthy street in a big city. When neighborhoods decline and barbarism and fear take over, people use sidewalks less and less, which makes them progressively more dangerous. Use, not the police, is the key to sidewalk safety from molesters, she believes. And further, the way to get heavy sidewalk use, day and night, is to foster diversity of use, which means a jumble of businesses, houses, restaurants and so on in every block. This, she says, is a concept the planners have neglected.

Mrs. Jacobs takes the planners to task, also, for not making a clearer distinction between high density population and crowding. It is the latter, not the former, she says, that is characteristic of the slum. Spreading people out does not make the streets safer. If low density use enhanced safety, Los Angeles, with its unending square miles of thin suburbs, would not have its preeminent record of crimes associated with personal attack, she asserts.

There is more, much more. She deals with slum clearance, public housing, automobiles, land use, and many other aspects of urban problems. And to each subject she brings a fresh, frequently unorthodox point of view that, to mix what was never intended to be a metaphor, opens a new can of worms.

"The Future of Our Cities"

Robert A. Futterman, a young man who five years ago was collecting tenement rents at a salary of \$75 a week and who today heads his own real estate organization with properties from coast to coast, has a much different perspective. As a man who backs his opinions with cash, he stresses economics. A city is great or is not great, he says, according to its location, natural resources, and what its citizens do about them. On this score, he is high on the future of Kansas City, Norfolk, Tulsa, and, of course, San Francisco. His prognosis for Los Angeles is "uncertain," and

he says unkind things about Boston, Louisville, Akron and Grand Rapids.

Futterman writes brightly and sometimes wittily. ("A deep love for the city of Chicago is not something everyone can achieve." "We live, as everyone knows, in a democracy, which is a form of government we have chosen because we like freedom and not because we want to save money.") His book is informative and enjoyable.

State and urban problems may not be everyone's dish. They are merely two subject areas of many in which a public relations man can equip himself to dispell the myths of the modern day Know Nothings so that constructive work to meet the real needs of the nation can progress. This is the best way—and only way—that the long run interests of public relations clients and employers can be safeguarded. •

—EDWIN C. KEPLER



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